

# **Jobs for Veterans State Grant 2010-2014**

## **Missouri Division of Workforce Development**

### **A. Projected Employment Outlook for Veterans**

Missouri's economy closely mirrors the national economy and thus national trends are reflected in Missouri trends. Identifying occupations that have an outstanding outlook can be valuable to the career decision-making process. Several factors should be considered but occupations listed in this report share two traits. These occupations are large in size and are expected to add employment in the long-term. Missouri is positioning itself to be competitive in the emerging economy of advance manufacturing and high skill service sectors as well as the green industry. Occupations in those fields will be targeted for veterans.

Employment growth will not be the only source of job openings. Many job opportunities will develop because of the large number of retirements expected among older workers. Other openings will be created as workers change occupations or leave their jobs for other reasons

Missouri's economy is projected to generate more than 171 thousand jobs over the 2006-2016 period—an 5.8 percent increase, which is slightly lower than the 8 percent increase of the previous 10-year period. Wage and salary jobs—projected to increase by 6.1 percent—will account for all of the projected increase. The number of jobs for self-employed and unpaid family workers is projected to increase by about 3,092, or 1.5

percent, significantly less than the 6.1 percent projected growth in jobs for wage and salaried workers.

Non-farm, service-providing industries are expected to continue to account for most jobs and most job growth during the projections decade. This is due, in part, to the increasing demand for services and the difficulty of automating many service tasks. Nonfarm, goods-producing industries are expected to have about the same number of jobs in 2016 as they did in 2006. Goods-producing employment is affected significantly by the business cycle (economic recessions and expansions).

In terms of employment change, Healthcare and Social Assistance, Accommodation, Professional, Scientific, and Technical Services, and Waste Management each is projected to add over 15,000 jobs.

The 10 Industries with the Fastest Growing Employment, Projected 2006-2016 (with employment of at least 8,000 in 2006)

Individual & Family Services	48.8%
Scientific Research and Development Services	39.8%
Business Support Services	32.7%
Ventilation, Heating, & AC Manufacturers	30.2%
Computer Systems Design & Other Services	24.3%
Home Health Care Services	24.1%
Junior Colleges	23.2%
Insurance Agencies & Brokerages	20.6%
Accountants, Tax Prep., Bookkeepers, & Payroll Services	19.9%
Non-depository Credit Intermediary	18.2%

Three of the ten fastest-growing detailed industries over 2006-16 are related to financial services.

Public school systems will continue to need workers as its aging workforce reaches retirement, especially in the fastest growing areas of the state. The growth in employment services reflects industries' greater reliance on temporary and contract workers. No longer are temps limited to administrative-type jobs, but are now found in great numbers throughout all the professions, including health care, managerial, and production jobs. The aging of the population is reflected in these numbers as well, with large increases in offices of physicians and general medical and surgical hospitals.

Several of the fastest declining industries are in manufacturing, but two of the fastest are in the service sector industry - printing services and publishing, which is due to the increase in the availability of home and private publishing software.

#### Industries with the Most Projected Job Losses

Motor Vehicle Parts Manufacturing	-3216
Printing & Related Support Activities	-2978
Motor Vehicle Manufacturing	-2342
News, Periodical & Directory Publishers	-1935
Converted Paper Product Manufacturing	-1704
Electrical Equipment Manufacturing	-1667
Federal Government, exc. Post Office	-1599
Miscellaneous Manufacturing	-1014
Postal Service	-926

When planning outreach, the Disabled Veterans Outreach Program specialist (DVOP) and Local Veterans Employment Representative (LVER) staff will target federal agencies

and employers holding federal contracts to promote the hiring of qualified veterans.

When federal contractors are identified, the LVER will be the primary point of contact.

Staff will also target growing industries when promoting the hiring of veterans.

## **B. Targeting Services to Veterans Most in Need**

In conjunction with the priority groups to be served by the DVOP/LVER, Missouri will target the following mandated groups:

- Veterans enrolled in, or who have completed training or education under the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) program (Chapter 31); Missouri has placed a DVOP at the VA Regional Office to provide full time support to the VR&E program. That individual is the designated Intensive Services Coordinator (ISC) and is the liaison between VA and DWD.
- Returning wounded or injured service members and REALifelines participants. Fort Leonard Wood has been designated as a major medical facility and serves returning service members who are suffering from PTSD or traumatic brain injury and has been named a REALifelines site. A DVOP provides full time employment and relocation assistance to the soldiers being served my Fort Leonard Wood hospital.

In addition to the mandated priorities, Missouri will provide emphasis on disabled veterans, homeless veterans, veterans in rural areas and incarcerated veterans in those areas having concentrations of these populations.

DVOP/LVER staff, in partnership with all Career Center programs, will develop processes to locate, identify and serve those veterans through outreach, itinerant services, case management, referral and enrollment in programs, job referrals and job development.

Missouri also participates in mobilization and demobilization briefings for the National Guard/Reservist soldiers and their spouses.

Missouri provides services to targeted veterans through a variety of means. DVOP staff are assigned to four VA medical facilities to assist veterans with substance abuse and mental health issues to assist veterans with their efforts to reintegrate into the workforce. A DVOP is assigned to support the Homeless Veterans Reintegration Program (HVRP) grantees in Saint Louis. DVOP/LVER staff provide outreach at the Missouri prisons to provide service to incarcerated individuals. Staff provides itinerant services at homeless shelters and at other locations frequented by homeless veterans.

LVER and DVOP staff will provide outreach services to veterans at service delivery points (SDPs) that have no LVER or DVOP assigned. In rural areas where customers would travel considerable distance to receive services from a DVOP/LVER, regularly scheduled availability at remote Career Centers or other sites where DOL funded programs operate will maximize opportunities for veterans and minimize travel requirements for unemployed veterans. Outstation/outreach sites may include Career Centers, Transition Assistance Program (TAP) sites, Department of Veterans Affairs (DVA) facilities, homeless shelters, prisons and other sites, as appropriate and agreed to

by impacted parties. All out-stationing of LVER and DVOP staff will be coordinated with the DVET. Within their unique roles, DVOPs and LVERs are to conduct outreach to employers, community agencies, veterans' organizations, etc. and share the information gained from these contacts with SDP staff.

Out-station/outreach sites will be encouraged to enter into formalized Memorandums of Understanding (MOU's) to define the range of services available to veteran customers and the responsibilities of DVOP and LVER staff providing such services. MOU's will ensure that veterans are provided priority in the services funded by DOL.

### **Coordinate with Partners**

The Jobs for Veterans State Grant (JVSG), in and of itself, does not constitute a State's Veterans' Program. Since approval of the last State plans, States have faced significant funding challenges as the costs for salaries, benefits, and overhead have all risen dramatically. The resulting increased cost per grant-funded position coupled with relatively flat appropriated funding has led States to be able to fill far fewer DVOP and LVER positions. These grant-funded DVOP and LVER staff cannot and should not be expected to assist all veterans seeking employment and training services from the State Agencies.

As established in legislation, the JVSG is but one component of an umbrella of programs that are required by law to provide priority of service to veterans. The DVOP specialists and LVER staff funded by the grant should fill a particular niche in that overall program of services to veterans. As indicated in VETS policy, JVSG funded staff will be used to

provide specialized services for specific segments of the veteran population served by the State Agency. The Workforce Investment Act (Sec. 8 134(d) (3) provides for the provision of intensive services to certain eligible participants such as veterans. Likewise, the JVSG staff should be used to target specialized intensive services to those veterans most in need.

It is vital to the success of the veteran job seeker that an effective partnership between the DVOP/LVER and Career Center programs and services be fostered and maintained.

The Missouri Career Centers administer the employment sectors of Wagner-Peyser, Temporary Assistance to Needy Families (TANF), Food Stamp, WIA and other family support programs. All staff has a responsibility to serve veterans. It is not the role of the DVOP/LVER staff to serve all veterans. The DVOP/LVER are to “supplement, not supplant” other staff and will not be assigned to provide the functions of those programs. DVOP/LVER staff will be knowledgeable of all Career Center programs and will have the ability to access resources available through those programs utilizing case management and dual enrollment into the veterans program and other programs.

The DVOP will share case management for veterans enrolled in WIA and other programs with the providers of those programs. Sharing case management (dual case management) will ensure maximum cooperation between programs and enhance employment for the veteran customer. The DVOP will be engaged whenever veterans receiving assistance from other programs are seeking or ready to seek employment.

Common measures, business knowledge gained through outreach and a shared interest in exiting participants at an appropriate time makes it feasible for multiple staff to assist with job search and job development activities.

LVER staff participates on Local Workforce Investment Region employer teams as outlined within the workforce region's "single point of contact plan." The plans outline the Career Center's strategy to promote the area's workforce services, including promotion of veteran among employers. This approach assures maximum opportunity to promote the veteran as a trained, skilled and reliable product to be marketed to the employer. All staff conducting employer contacts will promote veterans and veteran programs and document their contacts in the State's electronic data system.

Because the JVSG grant provides funds to exclusively serve veterans, other eligible persons as defined at 38 U.S.C. 4101(5); and transitioning service members and their spouses attending a TAP employment workshop, Missouri will not assign DVOP/LVER staff to functions that may conflict with this purpose or which conflict with Title 38, Chapter 41 requirements, applicable regulations (20 CFR 1001, et. seq.) or JVSG Special Grant Provisions. They will not provide services to non-veteran customers or be assigned to tasks that will lead non veterans to request or expect to receive services from the DVOP/LVER. Contact with customers who are not veterans is inevitable. When such contact occurs, the DVOP/LVER will exercise tact and courtesy in directing the customer to the appropriate service.



Missouri's automated data system (Toolbox) provides reports identifying veterans registered with no services, disabled veterans and all veterans registered within a county. Reports are also generated that report Career Center staff activity including referrals, services provided, employer/provider contacts and job developments. Those reports, as well as the 9002 and 200 reports, Managers Report on Services to Veterans, and the required Self Assessments will be monitored by local and Central Office management to verify the provisions of the Veterans State Plan are being observed.

### **C. Planned Deployment of Grant Funded Staff**

DVOP/LVERs will be assigned at all locations with sufficient resources to support the assignment as permitted by funding and other limitations. Their role will be to provide intensive services to, and facilitate the provision of services to veterans. DVOP/LVER staff will be assigned full time or part time at various locations to include:

- One-Stop Career Centers;
- VA VR&E offices;
- Military treatment facilities including Injured and Wounded Warrior Transition Units/Battalions;
- Homeless Shelters/Community Partners; and
- TAP sites.

To the extent it is possible, efforts will be made to expeditiously fill vacancies or keep each grant funded position filled despite State budget problems, State hiring freezes, furloughs or reductions in force.

The Missouri Career Centers will fully integrate the multiple career development services provided to veterans. Career Center veteran customers will be provided the full array of services available within a system empowered with customer choice and

customized access to those services that satisfy their individual needs for career development.

Veterans will be encouraged by Missouri Career Center staff to self-identify utilizing an intake form or other means in order to establish their eligibility for priority of services and for services from the DVOP/LVER.

As required by Priority of Service, Missouri One-stop operators will encourage and promote all programs participating in the Workforce Investment system to provide the maximum of employment and training opportunities to qualified veterans, including dual enrollment in WIA programs whenever possible.

DVOP/LVER and Career Center staff will identify transitioning service members and their spouses as a group targeted for special consideration. In addition, that group will receive services at three TAP locations.

VA Vocational Rehabilitation (Chapter 31) job placement services will be provided by local DVOP/LVER staff when referral of clients is initiated by Department of Veterans Affairs (DVA) Vocational Rehabilitation & Employment (VR&E). In the absence of DVOP/LVER staff, assignment of VR&E clients will be made to other, appropriate Career Center staff. Services will include access to the resources of the One-Stop delivery system and the VR&E system. The VR&E customer will be provided with focused services to ensure placement is compatible with the training provided by VA.

Missouri has a DVOP assigned to the VA Vocational Rehabilitation Regional Office as the Intensive Services Coordinator.

To ensure that veterans receive priority services in the workforce development system, LVERs in Career Centers will review the provision of services provided to veterans and other eligible persons by local staff. The LVERs will be administratively responsible for providing quarterly reports on veteran services and activities to the Career Center Manager, the State Veterans Coordinator and the Director for Veterans Employment and Training (DVET) (VPL 09-03). Managers, LVERs and DVOPs will be responsible for completing the required Self Assessment in accordance with the approved grant.

In addition to DVOP/LVER staff assigned to local Career Centers, DVOP staff is assigned on a full time basis to two VA Medical Centers and is providing part-time services at two others. Staff is also assigned to the VA Vocational Rehabilitation Regional Center in St. Louis and Fort Leonard Wood. TAP is conducted at Fort Leonard Wood, Whiteman AFB and the Richards-Gebaur Marine facility. The hospital at Fort Leonard Wood has been designated as a REALifelines site. Missouri has designated staff to work full time at the hospital in a REALifelines funded position. One DVOP is assigned full time to the VA Vocational Rehabilitation Regional Office.

As outreach, DVOPs provide itinerant services at homeless shelters and other sites where homeless veterans congregate.

DVOP/LVER staff provide services to incarcerated veterans inside corrections facilities.

The goal of DVOP/LVER outreach is to locate separating service members and spouses, homeless, and incarcerated veterans and assure that they are provided Missouri Career Center services and given enhanced opportunities for successful careers. Enhanced services will result in successful transition into civilian employment for separating service members, reintegration into the workforce for the homeless and reduced recidivism for the incarcerated veterans.

#### **D. DVOP Specialists**

The State will utilize DVOP staff as described in Veterans' Program Letter (VPL) 07-05 and will modify their utilization if VETS policy guidance changes. DVOP's assigned to Career Center Centers will be fully integrated into the One-Stop service delivery system.

Because their major role is to provide intensive services to disabled veterans and veterans requiring intensive services in order to obtain and retain employment, the DVOP will work closely with WIA partners and employment specialists within local service provider organizations. DVOP's will also provide appropriate assistance to Career Center employees and/or partners involved with provision of services to veterans. In addition, DVOP staff will serve as a facilitator to ensure such veterans have access to and receive priority of service to programs in accordance with program eligibility. Case management and collaboration with partners will assure the veteran is competitive in the local job market.

The DVOP will target small-to-medium sized businesses and develop employment opportunities for the VA Vocational Rehabilitation veteran and for veterans receiving intensive services. Outreach to business should target those businesses most likely to provide opportunities for job development and placement opportunities for veterans receiving services from the DVOP.

DVOPs will also develop a network of local service providers by developing relationships at homeless shelters, Civic and service organizations, Community Stand Downs, Military installations, WIA partners, State Vocational Rehabilitation Agencies and at other locations that might provide assistance to veterans.

Because outreach is a critical part of the DVOP role, the DVOP will be allowed sufficient time out of the office to conduct that outreach.

DVOP specialists will fulfill roles and responsibilities described in law, regulation or policy guidance exclusively to benefit veterans and other eligible persons by:

- Focusing staff-assisted intensive services to meet the needs of economically or educationally disadvantaged veterans with barriers to employment;
- Using a case management approach, as taught by the National Veterans' Training Institute, to deliver staff-assisted intensive services;
- Participating in TAP activities for transitioning service members and their spouses and similar job search workshops where appropriate; and
- Coordinating with other area service providers to assist veterans and other eligible persons to overcome employment-related barriers.

DVOP specialists will target services to Special Disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homeless veterans, in order to maximize services to those veterans.

The DVOP will be the primary facilitator of services to veterans in need of intensive services. At a minimum, the DVOP will perform an assessment and create a documented plan of action using a case management approach, as taught by the National Veterans' Training Institute. The DVOP will provide career guidance, coordinate access to supportive services and/or training and provide job referrals and job development. Activities will not be considered appropriate case management unless a combination of the following is provided and recorded:

- An assessment (minimum requirement)
- Development of plan of action that is documented (minimum requirement)
- Career guidance
- Coordination of supportive services
- Job development contacts
- Referrals to training
- Referrals to job openings

Recognizing the effectiveness of intensive case management, the DVOP will work with case managed job seekers on an appointment basis. The DVOP must schedule individuals at a frequency that is appropriate, but in all cases, must have bi-monthly contact until the veteran is employed. The DVOP will provide intervention services for veterans needing such service after employment. Follow-up will be performed as needed, but at a minimum will be provided at the 30, 60 and 90 day intervals.

One-Stop intake points will utilize an intake tool to assist in identification of veterans in need of intensive services. In addition, Career Center staff, including LVER staff, will refer veterans in need of intensive services to the DVOP.

DVOP staff are assigned to supplement, not supplant, the duties of other staff in the employment service delivery point and do not relieve other State Agency staff of their requirement to provide priority services to veterans in all programs funded in whole or in part by the U.S. DOL.

The DVOP will develop knowledge of the requirements of available programs within the Career Center and community. They will cultivate a professional relationship with the providers of those programs. Networking will serve as a means of facilitating access to available services and training.

Veterans in need of intensive services will be referred to and enrolled in all programs for which they are determined to be eligible.

In addition, the DVOP will provide partners and service providers' information and technical assistance with their provision of services to veterans.

#### **E. LVER Staff**

The major duty of the LVER is to conduct outreach to employers and engage in advocacy efforts with hiring specialists to increase employment opportunities for

veterans, encourage the hiring of disabled veterans, and assist veterans in gaining employment.

LVER staff will fulfill roles and responsibilities described in law, regulation or policy guidance exclusively for veterans and other eligible persons by:

- 1. Performing outreach. Outreach will be performed through direct contact with employers to develop relationships, jobs or training opportunities for veterans and other eligible persons. The primary means of outreach will be face to face at the employer's place of business.
- 2. Conducting seminars for and networking with employer organizations and trade associations;
- 3. Conducting TAP Employment Workshops for transitioning service members and their spouses and related activities, including job search workshops for veterans and other eligible persons;
- 4. Establishing self-directed job search work groups to benefit veterans and other eligible persons;
- 5. Providing training about veterans issues to Career Center Staff; and,
- 6. Facilitating the provision of employment, training, and placement services for



veterans and other eligible persons. These services may include, but are not limited to:

- Conducting job search assistance workshops
- Providing job development and referrals
- Providing vocational guidance
- Providing labor market information
- Providing referrals to training and supportive services

7. Coordination with the Service Delivery Point Manager in the preparation of the Manager's Report on Services to Veterans

LVER staff are assigned to supplement, not supplant, the duties of other staff in the employment service delivery point and do not relieve other State Agency staff of their requirement to provide priority services to veterans in all programs funded in whole or in part by the U.S. DOL.

LVER staff will facilitate services to targeted veterans by using a case management approach for the delivery of intensive, mediated services. For our purposes case management and intensive services are interchangeable terms.

At a minimum, intensive services will have 1) completion of an assessment, and 2) development of a documented individual employment plan. Veterans in case management by the LVER will receive high quality, mediated intensive services. Other core services such as labor market information, career guidance, resume assistance, referral to support agencies, and job referral/development will be part of the employment

plan when appropriate. Follow-up with assistance after the veteran enters employment will be performed at the 30, 60 and 90 day hallmarks.

Because employer outreach is the major role of the LVER, the LVER will be allowed sufficient time out of the office to conduct employer contacts. Employer outreach will be performed in accordance with the “Single Point of Contact” plan as developed in each Workforce Investment Region.

The LVER will be encouraged to develop membership and participation in Chamber of Commerce organizations, business consortiums and other groups and organizations that will provide the opportunity to promote veterans within the workforce.

All visits will be documented in Toolbox.

The LVER will develop and participate in job fairs, open houses for employers, seminars for veterans, Standdowns and other activities that maximize publicity for Career Center services and enhance opportunities for veterans.

Outreach to employers and advocacy efforts with hiring specialists will increase employment opportunities for veterans, encourage the hiring of disabled veterans, and assist veterans in gaining employment.

## **F. Program Integration and Leveraging Resources**

As indicated above, The Missouri Career Centers will fully integrate the multiple career development services provided to veterans to include the DVOP/LVER. Career Center veteran customers will be provided the full array of services available.

DVOP/LVER staff will be assigned or provide itinerant services at locations where veterans, especially homeless veterans, congregate with the goal of encouraging them to utilize services and programs available in the Career Centers. Those assigned to a Career Center with responsibility for large geographic areas will seek to provide services that are convenient to veterans seeking employment. Whenever possible, sites will be chosen that provide mediated labor exchange services.

State vocational rehabilitation is co-located in many of the Career Centers allowing easy access. DWD has assigned a DVOP specialist as a State Intensive Services Coordinator (ISC) at the VA Vocational Rehabilitation Regional Office.

DWD also provides staffing at military treatment facilities, Wounded Warrior Transition Units/Battalions, Homeless Veterans' Reintegration Program Grantees and TAP sites to enhance the employability and placement of veterans who seek employment and training-related services.

DVOPs partner with the Missouri Veterans Commission for assistance to veterans facing financial difficulty. Linkage with the Missouri Department of Elementary and Secondary Education (DESE) Veterans Education Division facilitates veterans' use of education benefits and use of the Troops to Teachers program.

Outreach and public information activities facilitated by the LVER and by local Workforce Investment Boards will serve to inform veterans of the services available through the employment service and workforce development system, including employment and job training opportunities as well as job fairs, open house seminars for veterans, Standdowns and other activities that maximize publicity for Career Center services.

Through outreach to the business and education community, DVOP/LVER staff will gain knowledge of corporate cultures and employment needs. Linkage with the education community will permit them to accurately disseminate information about education programs. Coupled with skills and interests inventories and labor market information, the veteran will be assisted in career choices.

#### **G. Priority of Service**

Priority of service will be provided to “eligible persons” accessing any program funded wholly or in part, utilizing the following definitions:

- Veteran-*Veteran* means a person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.
- Eligible spouse-*Eligible spouse* means the spouse of any of the following:
  - (1) Any veteran who died of a service connected disability;

(2) Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:

(i) Missing in action;

(ii) Captured in line of duty by a hostile force; or

(iii) Forcibly detained or interned in line of duty by a foreign government or power;

(3) Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Department of Veterans Affairs;

(4) Any veteran who died while a disability, as indicated in paragraph (3) was in existence.

Not all veterans will meet the threshold that makes them eligible for services from the DVOP/LVER. The JVA definition of “eligible spouse is identical to the definition used to determine eligibility for priority of service.

Because priority means the right of the covered person to take precedence over non-covered persons in obtaining services, Missouri will provide priority under the precept that:

(1) The covered person receives access to the service or resource earlier in time than the non-covered person; or

(2) If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

Local Workforce Investment Boards (LWIBs) will develop and include in their strategic local plan, policies implementing priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers to include sub-contractors. These policies must establish processes to ensure that covered persons are identified at the point of entry so that covered persons are able to take full advantage of priority of service. These processes must ensure that covered persons are aware of:

- (1) Their entitlement to priority of service;
  - (2) The full array of employment, training, and placement services available under priority of service; and
  - (3) Any applicable (statutory) eligibility requirements for those programs and/or services.
  - (4) The processes for identifying covered persons will not require verification of the status of an individual as a covered person at the point of entry unless they immediately undergo eligibility determination and enrollment in a program.
- Covered person may be enrolled and given immediate priority and then be permitted to follow-up subsequently with any required verification of his/her status as a covered person.

Policies must assure that covered persons accessing Career Center services or programs receiving DOL funding will be placed at the “head of the line” and be served by the next available person. However, they will not displace individuals already utilizing the resource.

Covered persons will not be collated separately from non-covered persons when accessing services. If the DVOP/LVER is available and an eligible veteran or eligible spouse requests assistance from the DVOP/LVER, a local process should be developed for notifying the DVOP/LVER that such person has requested assistance from the DVOP/LVER.

As part of implementation of the priority of service regulations, service delivery points will reexamine their policies and procedures and change them if necessary to ensure priority of service is provided to covered persons. For example, program operators might consider adjusting policies to leave appointment slots open for covered persons, or designating staff to see covered persons on a walk-in basis on certain days.

Plans must ensure that priority of service is implemented throughout the full array of services provided by the job training programs. To obtain priority, a covered person must meet the statutory eligibility requirement(s) applicable to the specific program from which services are sought, however local or optional priorities must not be applied.

(1) *Universal access programs* deliver services to the public as a whole and do not target specific must provide priority of service to covered persons.

(2) *Discretionary targeting programs*: In those programs that focus on a particular group, or make efforts to provide a certain level of service to such a group, but do not specifically mandate that the favored group be served before other eligible individuals, covered persons must receive the highest priority for the program or service, and non-covered persons within the discretionary targeting will receive priority over non-covered persons outside the discretionary targeting.

(3) *Statutory targeting programs:* In those programs that mandate a priority or preference for a particular group of individuals or requires spending a certain portion of program funds on a particular group of persons receiving services the provider must determine each individual's covered person status and apply priority of service in the following order:

- (i) Covered persons who meet the mandatory priorities or spending requirement or limitation must receive the highest priority for the program or service;
- (ii) Non-covered persons within the program's mandatory priority or spending requirement or limitation, receive the next level of priority.
- (iii) Covered persons outside the program-specific mandatory priority or spending requirement or limitation receive priority for the program or service over non-covered persons.

As stated in 20 CFR 667.255, "any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded. This applies when determining if a person is a 'low-income individual' for eligibility purposes." Aside from military pay and allowances exempted amounts include:

- Compensation for service-connected disability or death;
- Dependency and indemnity compensation for service-connected death;
- Education benefits administered by the Department of Veterans Affairs (VA);
- VA benefits received for training and rehabilitation as a result of service-connected disabilities



- Any other employment or training (or related) program financed in whole or in part with Federal funds.

No policy or plan will be designed to minimize participation by covered entrants.

Any new contract, memorandum of understanding or agreement must address how priority of service is to be administered.

Monitoring will occur at the local, regional and state levels through electronically created reports, the veteran's quarterly reports, self assessments and continuous improvement reviews.

#### **H. Performance Incentive Awards**

Missouri will designate \$35,000 for performance incentive awards.

Because all Career Center staff are eligible and because Career Centers with winning staff will benefit, the incentive award program will encourage excellence and partnership in the delivery of service to veterans.

Because of constitutional and statutory restrictions, Missouri will utilize non-monetary awards to award outstanding performance by individuals.

The incentive fund will be utilized to provide recognition of LVER, DVOP and partner staff or groups of staff who demonstrate excellence in the provision of services to veterans.

The guidelines of VPL 02-07 will be followed in the selection of awardees. The selection criteria will include:

- Development of a program, for which the impact may not be directly measurable (e.g., a resume skills building program)
- Promotion of entry into federal employment
- Outstanding case management
- Achievements in TAP Employment Facilitation
- Exemplary Job Fair support
- Outstanding Hire-Vets-First campaign support
- Successful REALifelines support and accomplishments
- Vocational rehabilitation marketing; direct marketing to employers
- Exceptional performance beyond job requirements or outside of established performance goals
- Ideas that are implemented to improve the system, improve performance, reduce time or cost, or to promote collaboration
- Outreach/community-relations efforts, e.g. Chambers of Commerce, employers, etc. Generation of positive publicity for a local office; increasing awareness of relevant issues within the employer community

- Enhancement of on the job training, customized job training, or compensated work therapy
- Efforts to assist hard-to-place populations (homeless veterans, etc.)
- Collaborative success in providing all services to veterans; may include success in employer relations and "great customer service" to veteran clients.

Awardees will be selected based upon objective and subjective performance data.

Nominations will be called for with a July deadline and will be based upon performance during the past program year.

A panel will make the selection of awardees. The panel will consist of staff from entities that are veteran-oriented and that do not have employees eligible for the incentive award. The deadline for selection will be not later than July 30. There will be no numeric limitations on the number of nominees selected for awards. All winning nominations will be numerically ranked.

The Director of the Missouri Division of Workforce Development will review and approve the selected nominees before the presentation of awards.

All LVER, DVOP and Career Center staff providing services to veterans will be eligible for incentive awards. Additionally, groups of staff who collaborate to provide service to veterans will be eligible. In instances where groups of individuals are selected as awardees, both the group and individual will be recognized.

Awards will be presented in three stages.

1. Winners will be recognized and presented with an appropriate token during a statewide veterans' staff conference, if held or during the Governors Conference. Incentive funds will not be utilized for conference expenses.
2. The top five winning nominations and one guest for each will be provided an expense paid trip to attend the Annual DOL Veterans Salute in Washington D.C. and receive recognition at an awards ceremony held during the salute. Because it is an award, portions of the trip will be structured but unstructured time will be available to allow the winners to select activities that align with their interests.
3. Funds not expended on the trip will be divided among the offices represented by the winning staff on an equal basis and may be used for any purpose. However, awards are intended to be of personal or corporate benefit to recipients, and not to supplant other expenditures ordinarily made at the State or program level. Bearing this intent in mind, there may be some cases where specialized training or performance-enhancing software not ordinarily purchased by State programs may be an approved use of incentive award funds, if it is clearly of personal benefit to the recipients and, ultimately, the veterans they will serve.

The Missouri Division of Workforce Development will be the entity administering incentive funds. No cash awards will be distributed. No items with cash value or that can be traded for cash or goods will be provided directly to winners. Normal, approved travel expenses will be reimbursed in accordance with standard policies. Because the Salute is held in November (fifth quarter), incentive funds shall be designated as "resources on order" by September 30 (fourth quarter) and be fully expended not later than March 31 as sixth quarter expenditures.

## **I. Transition Assistance Program (TAP)**

DVOP/LVER staff facilitate TAP Employment Workshops at Fort Leonard Wood (Army), Whiteman Air Force Base (Air Force) and Richards-Gebaur (Marines). Each session is two and one half days in length with the exception of Whiteman. At the request of Command, TAP sessions at Whiteman are three days in length.

DWD utilizes rotating facilitators. The DVOP/LVER staff that facilitate TAP are designated on the staffing chart as part of this grant. No staff is permitted to facilitate TAP until they have completed the mandatory NVTI training.

## **J. Narrative Budget Information**

The Division of Workforce Development utilizes the mainframe Cost Accounting System established by the U. S. Department of Labor. The system allocates all overhead costs based on direct time distribution.

Costs are collected at the lowest level by Cost Center (local Career Center offices). All staff located in the Career Centers charge their time direct to a program/grant.

Expenditures are direct charges to those programs/grants to the extent possible. Costs that cannot be direct charged (such as utilities, copiers, fax machines, etc) are pooled. At the end of the month, those costs are allocated to the programs/grants utilized in that Cost Center based on the direct hours charged to those programs/grants. This allocation process is performed automatically by the mainframe Cost Accounting System.

Costs in the Central Office location are done in the same manner. Various Cost Centers have been established for operational areas, such as financial, planning and research, adult

and youth programs, policy and communication, etc. Expenditures are direct charged to the extent possible. Costs that are not direct charged but incurred by that cost center are once again pooled and allocated back to the programs/grants based on the direct time charged by staff in that cost center during that month. Staff direct charge their time when working on specific programs/grants as appropriate; however, they also have the ability to charge a “000” project code that is spread among all programs if their services are not directly identifiable to a specific program/grant. Due to the fact that Central Office staff support all programs in general statewide, at the end of the month these “000” time charges are allocated across all programs based on the direct time charges that have occurred statewide by all staff.

Electronic time distribution records are maintained for all DWD staff, including DVOP/LVER staff. Half time DVOP/LVER staff record time using multiple accounting codes.

Missouri uses various accounting codes to track services and programs. The JVSG staff has separate codes for LVER and DVOP, TAP and Special Initiative. Separate tracking of Incentive funds within the LVER codes occurs.

Missouri utilizes one half time DVOP and four half time LVERs. Time for each is scheduled on a weekly basis to assure fifty percent of their time is devoted to serving veterans.